

6 Month Report



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311 Current Status

Departments on 311

Department	Rollover Date
Water Works	February 15, 2013
Street Department	February 15, 2013
Sewer Department	February 15, 2013
Traffic and Lighting	February 15, 2013
Solid Waste	March 21, 2013
Mayor's Office	May 10, 2013
Street Lights	September 3, 2013

311 has also worked heavily with Parks and Recreation Maintenance on reporting of Downed Tree Limbs, Graffiti, and Parks Information. Initial training and reviewing of information has started with Code Enforcement. While this lists the departments currently transferred to 311, 311 Liaisons are able to answer informational calls from all departments as well as county and state agencies.

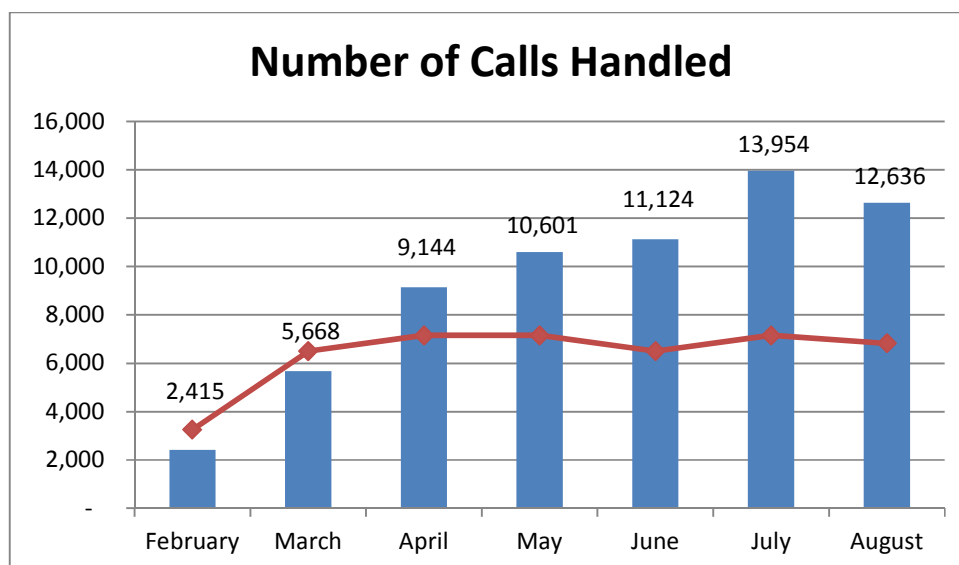
311 Impact and New Departments

311 is looking to roll over new departments before the end of the year, which includes Code Enforcement and Building Department. 311 taking calls for Code and Building will significantly impact these departments in a positive way. Both currently have numerous paper based processes, which makes it difficult to track progress (both internally and from a residents view). Converting these departments to 311 will require the use of technology and ultimately help mitigate the need for paper trails, making more efficient processes and improving transparency with the public.

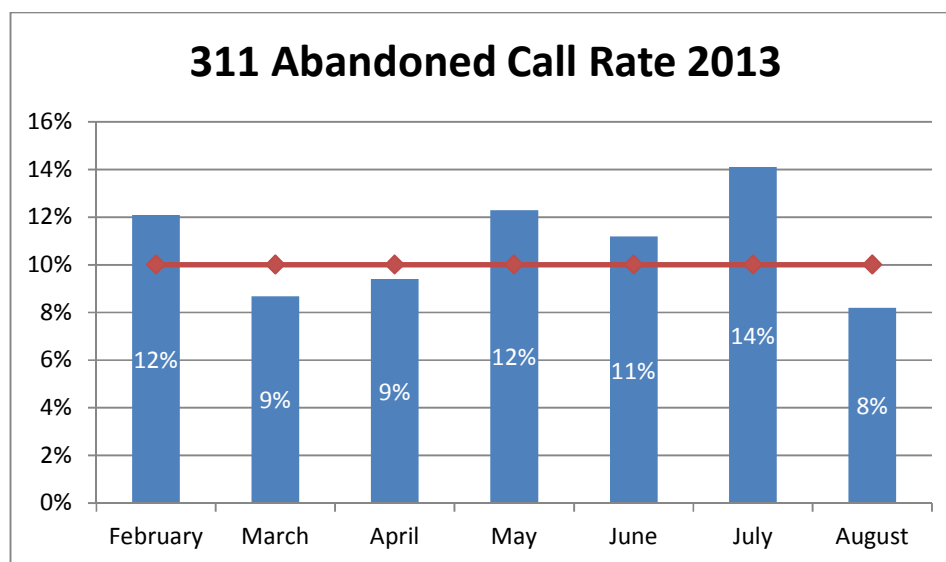
In order to roll over these departments, the 311 call center needs additional resources to handle the call additional volumes.



311 Call Stats

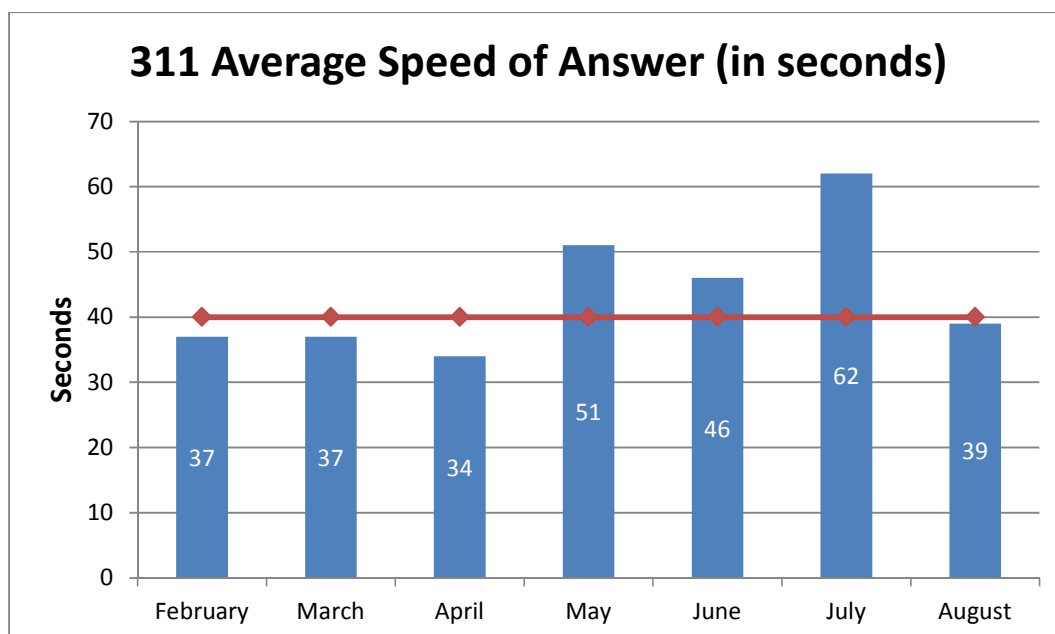


The number of calls handled by 311 is the number of calls that connected to a 311 Liaison. The red line indicates the monthly goal for call volume based on original estimates. Starting in August, we added a Liaison to fill in during breaks and lunches, which has drastically reduced our abandon rate. This also decreases the call volume as people do not hang up and keep calling until they get a Liaison.



An abandoned call is when the caller hangs up (or is disconnected) before reaching a Liaison. For 2013, our abandoned call rate goal is 10%. Many cities have a goal of less than 7%. In order to add new departments and keep our goal, we will need additional Liaisons to answer calls.

Our abandoned rate has highly varied, based on adding new departments and the seasonality of certain types of calls.



The average speed of answer is a measure of all customers who contacted 311 and spoke to a 311 Liaison and, on average, how long they waited before speaking to a 311 Liaison. The goal for 2013 is to pick up within 40 seconds (red line).

Since April 1, 2013

	Average Number of Calls/day
Monday	606
Tuesday	594
Wednesday	515
Thursday	521
Friday	456

Call volume varies widely based on day of the week, time of month, water shutoffs, and seasonality of certain calls.



Call Types and Volumes

Call Types Excluding Water Works Calls From 311

Call Type Description	Number of Calls	Percentage
Solid Waste - Extra Pick Up	5,363	23.36%
Solid Waste - Misc.	4,072	17.74%
Miscellaneous City Info	1,846	8.04%
Solid Waste - Yard Waste Missed	1,819	7.92%
Solid Waste - Trash Container Request	1,428	6.22%
Solid Waste - Regular Trash Miss	1,304	5.68%
Solid Waste - Trash Complaints	980	4.27%
Code Enforcement Misc.	555	2.42%
Sewer Backup	503	2.19%
Street Department Misc.	380	1.66%
Solid Waste - Same Day Trash Miss	377	1.64%
Recycling Info	285	1.24%
Mayor's Office Transfer	250	1.09%
Dead Animal	246	1.07%
Street Light Outage	215	0.94%
Alley Grading	206	0.90%
Solid Waste - Extra Pickup Miss	193	0.84%
Engineering Misc.	187	0.81%
Solid Waste - Trash Credit Request	177	0.77%
Mayor's Office Misc.	148	0.64%
Tree or Limbs Blocking Street	144	0.63%
Tall Grass over 9"	111	0.48%
Pot Hole Repair	94	0.41%
All Others Call Types	2, 073	9.93%

Water Works Call Types From 311

Call Type Description	Number of Calls	Percentage
WW - Billing Inquiry	35,778	54.11%
WW - Meter Exchange Call List	8,891	13.45%
WW - Water Works Misc.	8,512	12.87%
WW - Terminate Domestic Service	4,358	6.59%
WW - Start Domestic Service	3,443	5.21%
WW - Meter Exchange	2,601	3.93%
WW - Address Change	835	1.26%
WW - Account Shut Off Amount	420	0.64%
WW - Rom out	298	0.45%



WW - Account Discoveries	267	0.40%
WW - General Concerns	213	0.32%
WW - Start Water Service Verify	90	0.14%
WW - Call Customer High Use	85	0.13%
WW - Shut Off for Non Pay	61	0.09%
WW - Account Number Inquiry	53	0.08%
WW -Check for Water Leaks Inside	53	0.08%
WW - Water Low Pressure Check	27	0.04%
WW - Water Meter/ROM Missing	25	0.04%
WW - Discolored Water	22	0.03%
WW - Start Sprinkler Service	21	0.03%
WW - Verify Water off	15	0.02%
WW - Extensions	14	0.02%
WW - Bank Draft Inquiry	9	0.01%
All Other Water Calls	9	0.01%

Breakdown by Department

Department	Volume
Water Works	66,109
Solid Waste	16,069
Street Department	1,402
Misc. City Information	1,089
Code Enforcement	927
Sewer Department	619
Parks & Recreation	614
Mayor's Office	508
Engineering	406
Traffic and Lighting	157
County Offices	103
Animal Control	96
Police Department	57
Building Department	36
Fire Department	11
Public Works	8
Admin & Finance	2
Morris Performing Arts Center	2
Clerk's Office	1
Economic Development	1



Implementation of New Technology

Contact Management

All 311 calls are tracked using Contact Management software. Each call coming in to 311 is logged and tagged with a Call Type and routed to the appropriate department if necessary. Previous to the implementation of 311, this had not occurred for calls coming in to the City.

311 Knowledgebase

A 311 Knowledgebase was created to give residents easy access to frequently asked questions and information. This database is also used by the 311 Liaisons to quickly and efficiently find information to resident requests. The 311 Liaisons are able to answer questions from any department, limiting the number of calls needing transfer. This knowledgebase is continually updated.

Call Back Feature

The call center has implemented a call back feature, which allows a resident to leave their phone number and a short message without losing their place in line. For times when there is high call volume, residents no longer have to wait on hold and will automatically be called back by a Liaison.

Use of Website News

In order to push information to residents, Liaisons have access to the News section of the website. This enables them to report timely information to South Bend residents.

Collection of Data

Prior to 311, limited collection of call data and information occurred. Because the contact management software was not used by many departments, there was no knowledge of how many calls we received on particular issues.

Creation of Service Level Agreements

With the established of the 311 Call Center, we have created timeframes for when tasks should be completed. Each call type has an approximate time frame for how long a resident should expect to wait for the work to be done. The actual time is measured and compared to these numbers and reported on a weekly basis.

Notifications for Work Orders

During the implementation process, we created notifications for Work Orders so that employees are reminded when service has not been completed by the appropriate time. Prior to this, work could be forgotten and never completed.

On Hold Messages

To better get information out to residents, we have implemented messages that callers hear while on hold. Each month, new timely messages are created to get residents involved in the programs offered by the City and let residents know about new initiatives. Some examples are: Water Exchange Program, Parks & Recreation Concert Series, Services Available Through 311, and Leaf Pickup Information. This helps reduce calls, while increasing participation and knowledge of what the City programs offer.



Collection of E-mail Addresses

311 recently upgraded its contact management software to allow for the input of email addresses. This will enable 311 to send out notifications and surveys to residents for feedback.

Areas of Improvement

Dead animal Pickup

Implementing 311 has allowed us to track the flow of information from start to finish for requests for service. Tracking the flow uncovered discrepancies in the way dead animals are handled and information given out to residents. 311 is working with Code Enforcement and Street Department to better resolve this issue.

Tree Branch pickup

311 brought to our attention discrepancy in the handling of downed tree limbs and trees. Previously, it was often sent back and forth between Street Department and Parks & Recreation. 311 has helped pinpoint the type of calls that should be routed to Streets vs. Parks and Recreation to make the process more efficient and reduce duplication of efforts.

Solid Waste Trash Totes

Through the tracking of 311 requests, it became apparent that the City has an issue with the number of people requesting or needing a trash container. The City has since started to more heavily address this issue and is working to get containers to those in need.

Future Goals

Additional Liaison(s)

311 will look to add an additional full time Liaison and part time Liaison to handle the high call volume the 311 Call Center receives. Liaisons are currently handling significantly more calls per day than the standard for government contact centers.

Service Quality Surveys

311 will implement a feedback mechanism to get resident input on the level of service 311 is providing.

Additional Departments

311 will add additional departments to 311, increasing efficiency and reducing workload.

Process Improvement

311 will continue to find areas for process improvement with departments on 311.

Access Water Accounts



311 is implementing technology that will allow residents to access their accounts via phone without knowing their account number, therefore reducing the number of calls sent to 311 Liaisons.

Additional IVR Prompts

311 is implementing additional IVR prompts to better serve residents and allow callers to more quickly get to the correct person/department.

Mobile Application

311 will assess mobile applications that would allow residents to submit graffiti, potholes, street light outages, etc., from their mobile device. This would further reduce calls coming into 311 and automatically route the information to the proper department.

Marketing and Social Media

As 311 stabilizes the abandoned call rate and adds additional Liaisons and Departments, 311 will broaden its marketing efforts for citizen awareness. In addition, 311 will look at additional channels of communication with residents, which may include e-mail, social media, and the utilization of a mobile application.

Testimonials

From Public:

7/25/13

To whom it may concern,

I called 233-0311 this morning to request a trash pickup and spoke with Cathleen. She was cheerful, prompt and very helpful. I thought you should know that she provided a great service experience. Thank you,

7/16/13

Message for Kyle: Thank you for getting E Donmoyer taken care of - Thank you so much for getting someone out on Saturday. You stuck with me and worked with the Solid Waste manager until the job was complete. Thank you again

From Internal:

I love the fact that there is an accessible record of every request made to the City. I have used Contact Management several times to search for particular addresses relating to my department. I can see what type of requests have been previously made, who the call was sent to, any comments added and if the job is open or closed. All of this information is vital to completing the chain of "Excellent Customer Service". 311 has essentially put an end to the Customer that was passed from Department to Department without receiving the most basic of information. It's like one stop shopping, quick and convenient!